

TABLE OF CONTENTS

1. INTRODUCTION	9
2. INFORMATION TECHNOLOGY IN A BUSINESS ENVIRONMENT	15
2.1. THE ORGANIZATION AS A SYSTEM	15
2.1.1. Business processes	15
2.1.2. The value chain	17
2.1.3. Value systems and the supply chain	19
2.2. INFORMATION SYSTEMS	20
2.3. INFORMATION TECHNOLOGY IN BUSINESSES	21
2.3.1. Data processing	22
2.3.2. Task automation	22
2.3.3. Integrated information systems	23
2.4. THE BENEFITS OF INFORMATION SYSTEMS	25
2.5. INFORMATION SYSTEMS AND COMPETITIVE ADVANTAGE	26
3. A FRAMEWORK FOR INFORMATION MANAGEMENT	29
3.1. A FRAMEWORK	30
3.2. THE INFORMATION SYSTEMS	32
3.2.1. The domains	32
3.2.2. The life cycle	35
3.3. IT MANAGEMENT	36
3.4. IT GOVERNANCE	38
4. OPERATIONAL INFORMATION SYSTEMS	43
4.1. CLASSIFICATION OF OPERATIONAL SYSTEMS	44
4.2. OFFICE APPLICATIONS	45
4.3. INTRANETS	49
4.4. KNOWLEDGE MANAGEMENT SYSTEMS	50
4.5. SALES AND MARKETING	52
4.6. PRODUCTION	54
4.7. FINANCIAL MANAGEMENT AND ACCOUNTING	55
4.8. HUMAN RESOURCES MANAGEMENT	56
4.9. INTEGRATED BUSINESS INFORMATION SYSTEMS	57

TABLE OF CONTENTS

4.10. E-BUSINESS AND E-COMMERCE	61
4.10.1. Types of e-business	61
4.10.2. Phases in the adoption of e-business	62
4.10.3. E-business infrastructure	63
4.10.4. E-business security	65
4.10.5. Advantages and disadvantages of e-business	67
5. MANAGEMENT INFORMATION SYSTEMS	69
5.1. THE ARCHITECTURE OF A BUSINESS INTELLIGENCE SYSTEM	70
5.2. THE DATA WAREHOUSE	72
5.3. THE ETL PROCESS	75
5.4. DATA WAREHOUSE ANALYSIS	75
5.4.1. Reports	76
5.4.2. Online analytical processing	76
5.4.3. Data mining	77
6. THE CONCEPTION OF INFORMATION SYSTEMS	83
6.1. PREPARATION	85
6.2. THE CURRENT SITUATION	86
6.3. THE DESIRED SITUATION	88
6.4. THE TRANSITION	90
7. IT ARCHITECTURE	97
7.1. THE ISO/IEC 42010 ARCHITECTURE STANDARD	97
7.2. THE ZACHMAN FRAMEWORK	99
7.3. TOGAF®	102
7.3.1. The architecture development method	103
7.3.2. The ADM guidelines and techniques	105
7.3.3. Using TOGAF	105
7.4. ARCHITECTURAL VIEWS AND MODELS	106
7.4.1. The conceptual view	106
7.4.2. The design view	109
8. SYSTEM DEVELOPMENT	113
8.1. TO BUY OR TO DEVELOP?	113
8.2. APPLICATION DEVELOPMENT METHODOLOGIES	115
8.2.1. Linear methodologies	117
8.2.2. Iterative software development	121
8.2.3. Agile software development	126
8.2.4. Package implementation	128

TABLE OF CONTENTS

8.3. IMPLEMENTATION MODELS	131
8.4. PROGRAMMING LANGUAGES	140
8.4.1. Generations of programming languages	140
8.4.2. Low-level programming languages.	141
8.4.3. Procedural languages.	143
8.4.4. Non-procedural languages	147
9. INFORMATION SYSTEMS ROLL-OUT	149
9.1. ROLL-OUT PREPARATION	150
9.2. DEPLOYMENT	152
9.3. INITIAL OPERATIONS	152
10. IT OPERATIONS	153
10.1. INFORMATION SYSTEMS MANAGEMENT	153
10.1.1. Business process management	153
10.1.2. Data management	154
10.1.3. Application management.	156
10.1.4. Infrastructure management	158
10.2. DAILY OPERATIONS	161
11. DECOMMISSIONING IT SYSTEMS	163
11.1. ACTIVITIES	164
11.2. RISKS AND ISSUES	166
12. IT PROJECT MANAGEMENT	171
12.1. PROJECT MANAGEMENT ACTIVITIES.	172
12.2. PROJECT PLANNING TECHNIQUES	173
12.3. IT PROJECTS	175
13. IT MANAGEMENT	177
13.1. IT AS A SERVICE.	177
13.1.1. Service types	179
13.1.2. Service classes	179
13.1.3. The service unit	181
13.2. IT SERVICES SOURCING	182
13.2.1. The IT department in the organization	182
13.2.2. Outsourcing	184
13.2.3. Cloud computing	185

TABLE OF CONTENTS

13.3. IT MANAGEMENT STANDARDS AND FRAMEWORKS	189
13.3.1. ITIL®	189
13.3.2. ISO/IEC 20000	191
13.3.3. IT4IT®	193
14. SERVICES DELIVERY MANAGEMENT	195
14.1. THE SERVICE CATALOG	195
14.2. SERVICE REQUEST HANDLING	197
14.3. SERVICES PLANNING	200
15. FINANCIAL MANAGEMENT	203
15.1. IT SERVICES COST CALCULATION	203
15.2. IT SERVICES CHARGE-OUT	210
15.2.1. General principles of charge-out	211
15.2.2. Internal and external charge-out	212
15.2.3. Charge-out in practice	214
16. OPERATIONS MANAGEMENT	217
16.1. RESOURCES TRACKING	217
16.2. CHANGE HANDLING	220
16.3. EVENT, INCIDENT AND PROBLEM HANDLING	224
16.3.1. Events, incidents and problems	225
16.3.2. Event handling	226
16.3.3. Incident handling	227
16.3.4. Problem handling	230
17. QUALITY MANAGEMENT	233
17.1. SERVICE LEVELS	233
17.1.1. Definition of service levels	234
17.1.2. Types of service levels	235
17.1.3. Operational levels	236
17.2. SERVICE LEVEL AGREEMENTS	237
18. SUPPLIER MANAGEMENT	239
18.1. DIFFERENT SUPPLIERS	239
18.2. SUPPLIER CLASSIFICATION	240
18.3. SUPPLIER MANAGEMENT ACTIVITIES	241

TABLE OF CONTENTS

19. HUMAN RESOURCES MANAGEMENT	243
19.1. IT PERSONNEL	243
19.1.1. Management functions	243
19.1.2. Architecture functions	245
19.1.3. Service delivery functions	246
19.1.4. Technical and administrative functions	246
19.2. THE ORGANIZATIONAL STRUCTURE OF AN IT DEPARTMENT	248
20. IT GOVERNANCE	251
20.1. IT GOVERNANCE STANDARDS	253
20.1.1. ISO/IEC 38500	253
20.1.2. COBIT®	254
20.2. IT DECISION-MAKING	259
21. BUSINESS-IT ALIGNMENT	261
21.1. THE STRATEGIC IMPACT GRID	262
21.2. THE STRATEGIC ALIGNMENT MODEL	265
21.3. A THREE LEVEL BUSINESS-IT ALIGNMENT FRAMEWORK	269
21.4. STRATEGIC BUSINESS-IT ALIGNMENT	272
21.4.1. The strategic business focus points	272
21.4.2. The strategic attitude toward IT	276
21.5. TACTICAL BUSINESS-IT ALIGNMENT	279
21.5.1. Enterprise architecture and business-IT alignment	279
21.5.2. The operating model	280
21.6. OPERATIONAL BUSINESS-IT ALIGNMENT	282
LITERATURE	285
INDEX	291